MISSION AND VISION

The Greater Cleveland Partnership mobilizes private-sector leadership, expertise and resources to create attractive business conditions that create jobs, grow investment and improve the economic prosperity of the region.

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INTRODUCING GCP
INTERNSHIP CENTRAL
A FOUNDATION FOR A STRONG FUTURE

To help ensure that Northeast Ohio creates, attracts and retains a skilled 21st-century workforce, the Greater Cleveland Partnership—working with its partners in the public and private sectors—has created GCP Internship Central as a “one-stop shop” for employers who recognize the value of internships and other out-of-school learning experiences but need help navigating the process.

The GCP Internship Central Guidebook is intended to provide employers with information about managing an internship program, templates and much more. Our goal is to increase the success of Greater Cleveland internship programs to better prepare young people as they enter the workforce.
WHAT IS THE BEST EXPERIENCE FOR YOUR ORGANIZATION?

Attracting and retaining skilled talent is a top concern of employers today. Providing real-world experience through experiential learning opportunities is an essential component to building a strong talent pipeline for our companies and region.
Experiential learning. What is it?
An experience in which students can apply what they learned in the classroom to solve or analyze problems or issues in the workplace. Simply put, it is “learning by doing.”

Experiential learning is crucial to preparing students to enter the workforce. There are many types of experiential learning opportunities:

**INTERNSHIPS:**
An internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting.

Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths; and give employers the opportunity to guide and evaluate talent.

(National Association for Colleges and Employers, 2016)

**CO-OPS:**
Cooperative education (co-op) provides students with multiple periods of work in which the work is related to the student’s major or career goal. The typical program plan is for students to alternate terms of full-time classroom study with terms of full-time, discipline-related employment.

Since program participation involves multiple work terms, the typical participant will work three or four work terms, thus gaining a year or more of career-related work experience before graduation. Virtually all co-op positions are paid and the vast majority involves some form of academic credit.

(National Association for Colleges and Employers, 2016)

**VOLUNTEER:**
A volunteer donates his or her time to support an organization or cause.

**OTHER EXPERIENTIAL LEARNING OPPORTUNITIES:**
**Job Shadowing** is where students spend part of the day observing professionals in the workplace in a career area related to their interests. The students are required to ask questions and complete assignments before, during, and after the shadowing experience.

A **capstone/project-based** learning experience allows students to learn about themselves by moving an idea or dream toward a topic of interest, specialization, community need, or career choice. This project requires 40 hours of work and includes the completion of a research paper, product, portfolio and presentation while engaging with community partners.

With **Out-of-School Experiences**, a group of students visit an employer and spend an agreed-upon period of time learning about the organization and the overall industry. The students should have an opportunity to tour the facility and meet with many different departments.
GETTING STARTED: IMPORTANT STEPS FOR A SUCCESSFUL PROGRAM

Developing your internship program does not have to be a daunting experience. Carefully evaluating your business needs and capacity is an essential first step to create a valuable internship experience for the intern and provide greater return on investment for your organization.
Setting goals, identifying needs
Before you begin the recruiting process, here are some very important steps to take to implement a successful and mutually beneficial internship program.

» **Identify** your business needs. Select the departments or areas of the organization that could benefit from an intern and think about which skills the intern will need to work within the selected departments.

» **Know** what you want your internship program to accomplish and set realistic expectations.

» **Determine** if the internship will encompass one major project or several ongoing projects and assess whether the area you selected has the capacity to manage an intern.

**TIP:** Think about projects that have been sitting on your to-do list for weeks or months, could an intern tackle those assignments? Do you have a “wish list” item that you’d like to see come to fruition? Is there a project that has become stale but has positive potential for your organization?
Paid vs. unpaid internships

There has been much debate in recent years over the legality of hosting unpaid interns. Before launching your internship program, it is essential that you understand the criteria of what constitutes an unpaid internship and whether an employment relationship will be created.

The legal considerations are addressed through six criteria for unpaid interns for the service they provide to “for-profit,” private-sector employers articulated in the Fair Labor Standards Act (see FLSA Fact Sheet #71).

1. The internship, even though it includes actual operation of the employer’s facilities, is similar to training that would be given in a vocational school.
2. The internship experience is for the benefit of the student.
3. The intern does not displace regular employees but works under the close observation of a regular employee.
4. The employer provides the training and derives no immediate advantage from the activities of the intern. Occasionally, the operations may actually be impeded.
5. The intern is not necessarily entitled to a job at the conclusion of the internship.
6. The employer and the intern understand that the intern is not entitled to wages for the time in the internship.

(National Association for Colleges and Employers, 2011)

Essentially, if these six criteria are met, the Department of Labor (DOL) considers there to be no employment relationship and an unpaid internship is permissible.

Guidelines for compensation

According to the U.S. Department of Labor, paid interns are required to receive an equivalent to an hourly rate of at least minimum wage for all hours worked. The table below from www.looksharp.com shows pay ranges for industries that commonly hire interns.

TIP: While unpaid internships do exist, it is recommended to establish compensation for interns. Meeting the criteria for an unpaid internship is challenging and failing to meet the criteria could open your organization up to a lawsuit.

<table>
<thead>
<tr>
<th>Industry</th>
<th>Attract the top 25% of students</th>
<th>Attract the top 5% of students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communications/Public Relations</td>
<td>Minimum Wage</td>
<td>$12 - $15 per hour</td>
</tr>
<tr>
<td>Marketing/Sales/Advertising</td>
<td>Minimum Wage</td>
<td>$12 - $15 per hour</td>
</tr>
<tr>
<td>Computer Science/Software Engineering</td>
<td>$12 per hour</td>
<td>$15 - $22 per hour</td>
</tr>
<tr>
<td>Graduate Business Student</td>
<td>$12 per hour</td>
<td>$15 - $22 per hour</td>
</tr>
<tr>
<td>Nonprofit Organizations</td>
<td>Stipend</td>
<td>$12 per hour</td>
</tr>
</tbody>
</table>
Designing your internship program

Once you’ve set realistic expectations for your program, narrow down which part of the organization will benefit from an intern and determine whether your interns will be paid or unpaid, you need to establish the “meat” of your program. This means deciding exactly what your interns will work on and what your specific skill and grade-level requirements will be.

» Identify specific or ongoing job assignments in which the intern(s) will be responsible.
» Outline specific, measurable, trackable action items and tasks for each project.
» Determine a timeline in which you would like to see the projects/assignments completed.
» Identify internship supervisors and mentors.
» Pre-plan other internship experiences within your organization including out-of-office and more community-focused experiences.
» Identify intern orientation and training program(s).

TIP: Remember an intern will not face the same day-to-day interruptions, surprise meetings, crises, etc. that a regular employee faces, so be realistic on how long you think a project will take for an intern to complete. A permanent employee might need a week, while an intern could do it in one to two days.

» Plan for the necessary tools the intern will need to properly complete projects, i.e., a cubicle or office, a computer, phone, email address, access to company software, etc.
» Determine how interns will be evaluated.
  + What are your goals for each project or assignment? Ensure that they are realistic and attainable for an intern’s skill level and the timeframe you have established for the internship.
  + Clearly articulate the goals in the project descriptions.
  + Set a schedule to provide formal weekly or biweekly updates with your intern to ensure they are staying on track and also to give feedback to them on their progress.
  + Plan to provide a formal mid-internship and final performance review for the internship. It is important that the intern learns from their experience.
» Determine how many interns will you need. This should be based on your budget and internal capacity to manage them, as well as the projects available and what grade levels, skills, majors and other work experience you are requiring.
» Determine the education level of interns. Employers can benefit in many ways from hosting both high school and college interns. Determine which level you are able to host based on your job requirements.

TIP: While you may have a formal weekly meeting, it is encouraged to touch base with interns more often than set meetings. Interns should receive regular guidance and supervision.
Choosing interns: High school or college students?

Internships and other experiential learning opportunities are not just for college students. Internships for high school students are on the rise and many employers have very valuable experiences hosting high school interns.

The same considerations for college interns apply to potential high school interns with the exception of availability. Many employers hosting high school students for internships will do so in the summer when they have more flexible schedules.

It is also important to note that a high school student may not have the same level of knowledge that a college senior may have, just like a college freshman will not yet have that same level of experience. Always keep in mind the educational and skill level your opportunity will require when hiring interns.
Deciding the time of year: Summer or school year?
Timing is extremely important when hiring interns because internship recruitment begins many months before the internships start. This means you will need to have all of the details of your internship in place before you even begin the recruitment process.

Select the time frame that works best for your organization, keeping in mind no matter the time of year you choose, you will need to start recruiting approximately six to nine months in advance. Here are some guidelines on when to start looking.

**SUMMER INTERNSHIPS:**
Recruiting for these positions typically begins in the fall and winter of the previous year and continues until April or May. For example, if you want interns for the summer, you should begin accepting applications during the previous fall and winter. Summer internships are the most popular so students are encouraged to begin looking early.

**FALL INTERNSHIPS:**
If you are looking for a fall semester intern, keep in mind you may have less student interest since recruiting for fall will begin in late spring to early summer when students will be on summer break. Many companies will accept applications for fall internships through the end of August. It is up to you how late you want to accept applications.

**WINTER/SPRING INTERNSHIPS:**
Like fall and summer, recruitment for late winter/spring internships should begin several months in advance. Spring classes typically start in January, so it is recommended to begin accepting applications for winter/spring internships in the early to mid-fall time frame. Most companies begin looking for spring interns in early October.

**TIP:** Keep in mind it may be difficult to review applications and interview potential interns during the holiday season.

Setting work hours
There are several factors to consider when determining if your intern will be full-time or part-time including, if you have a budget for part-time or full-time work. Others include:

» **Project or workload:** What type of workload do you have for them? Is there enough work to fill a full-time schedule during the internship period?

» **Intern’s schedule:** Is the intern able to work full-time or are there scheduling conflicts that only allow for part-time?

Developing internship job descriptions***
Just like any job description, the internship job description is a tool to attract the most qualified talent. The internship description should clearly define the intern’s responsibilities and requirements, duration of the internship, qualifications, accountability, performance measures and the organization’s mission and key priorities.

Here are some important items to include in your internship job description(s):

» Explain the organization’s goals and mission.

» Identify projects, daily responsibilities and tasks.

» Identify necessary qualifications: skills, educational level and other requirements.

» Clarify duration of internship: summer or during the school year, weekly schedule, daily work hours

» Identify if it is paid or unpaid.

» Identify to whom the intern will report.

» Explain the dress code or any other organizational requirements.

» Identify any specific benefits such as free parking, networking events, etc.

» Specify how to apply.

***See the included examples of detailed job descriptions for potential candidates.
RECRUITING AND HIRING INTERNS: RESOURCES AND PRACTICAL TIPS

Northeast Ohio is fortunate to have many outstanding educational institutions. When starting the intern search process, it is recommended to begin with career centers at local universities, and/or curriculum and instruction offices at local school districts for high school interns.
**Intern recruitment options**

Career service offices have different ways to connect a potential intern with the employer. GCP Internship Central has compiled a complete list of Northeast Ohio career center contacts and direct links to their job boards. See page 26 for details.

- **Online**: Visit GCP Internship Central www.gcpartnership.com/interncentral.
- **Word-of-mouth**: Networking is not about just introducing yourself and your business to potential partners or customers, it is also a great way to find out where your industry counterparts find their interns.
- **Community internship databases**: If you are not interested in visiting multiple university career centers, posting your opportunity on a local community internship job board might be a better option.
- **Career fairs**: Career centers are also great resources for upcoming career fairs. Many campuses host these throughout the year. You should inquire if the fairs also attract students looking for internships.
- **Social media**: Social media use among millennials is strong and growing. Twitter is a great resource to post a short, to-the-point message and link about your opportunity.
Interview and selection process

The intern interview and selection process should be similar to your company’s regular hiring process. The goal is to find a good match for your company, so using your own hiring policies and procedures is recommended.

Interview considerations: You have already developed the internship description, so be sure that the intern’s education, skill level, availability, etc. match what you are requiring for the position. You do not have to interview all applicants if they do not have the appropriate qualifications.

QUESTIONS TO ASK:

» Tell me a little about yourself.
» Describe a situation (can be at work or at school) where your judgment proved to be valuable.
» Do you work better under pressure or with time to plan and organize?
» Which is more important, completing a job on time or doing it right?
» What are your strengths and weaknesses?
» What accomplishments are you most proud of?
» How would your boss/friends/co-workers, etc. describe you?
» Which three words would you choose to best describe yourself?
» Why do you consider this to be a good opportunity?
» What makes you unique from other candidates?
» Have you had previous internship experience? If so, tell me about it.
» What do you want to learn from this internship?
» Why are you interested in this industry/company?
» Tell us about your knowledge of this company.
» Give an example of how you dealt with a conflict with another person/customer/classmate/professor/boss, etc.
» Give me an example of a time you worked under a tight deadline.
» What is the most challenging part of your current studies?

QUESTIONS TO AVOID:

» Affiliations: Do not ask about clubs, social organizations, or union membership; do ask about relevant professional associations.
» Age: Do not ask a candidate’s age.
» Alcohol or Drug Use: The only allowable question relating to current or past drug or alcohol use is, “Do you currently use illegal drugs?”
» Criminal Record: Do not ask if a candidate has been arrested; you may ask if the candidate has ever been convicted of a crime.
» Culture/Natural Origin: You may ask if the individual can, “upon hire,” provide proof of legal right to work in the United States. You may ask about language fluency, if it is relevant to job performance.
» Disability: Do not ask if a student has a disability. You may ask if candidates can perform essential job functions, with or without reasonable accommodation.
» Marital/Family Status: Questions about marital status and family issues are discouraged.
» Personal: Avoid questions related to appearance, home ownership, and personal financial situation.
» Race/Ethnicity: No race-related questions are legal.
» Religion: If Saturday or Sunday is a required work day, you may ask candidates if they will have a problem working on those days.
» Sex: You may ask if a candidate has ever worked under another name. Be sure not to make gender-related assumptions about job capabilities.

(Monster.com, 2016)
Making an offer

When you have found the right match for your organization, it is time to make an offer. As with permanent employees, interns may be applying for multiple internships, so it is important to make an offer as soon as a decision has been made.

It is also recommended to adhere to company HR policy when it comes to hiring. If applicable, work with HR to ensure all protocol and paperwork are being followed.

Before making an official offer, you should have already determined the compensation, work schedule, supervisor, mentor, and start and end dates for the internship. As a reminder, once the internship has been accepted, do not forget to remove the internship opportunity posting from all job boards. Also, be sure to send rejection letters or emails to those who were not chosen.

See the included examples of internship offer letters and internship rejection letters.
MANAGING, MENTORING AND ONBOARDING INTERNS

It is extremely important to the internship program that interns have a dedicated supervisor who will serve as their “go-to” person for the entire internship. It is just as important to the program, and the intern, that they also have a mentor.
Guiding your interns to success
There are key elements to any internship program that can be the difference between prepared, confident and inspired interns that contribute creatively to an organization; and bored, insecure and confused interns that go through motions each day with no real contribution. To avoid the latter, it is recommended that an organization incorporate a supervision, mentoring, onboarding and evaluation system within the internship program. This is to ensure that the organization gets a strong ROI for their internship program and creates a valuable, rich learning experience for the intern.

» **Supervising:** The intern supervisor will be the intern’s manager and go-to person throughout the duration of the internship. The supervisor will also be the person leading the onboarding and evaluation of the intern.

» **Mentoring:** An intern mentor will not provide the day-to-day guidance like the supervisor. The mentor will be more of a coach, providing counsel and advice about the organization and the overall industry in which they are working.

» **Onboarding:** Onboarding is essential to making sure the intern understands the organization, the culture, and what their daily routine will look like.

» **Evaluating:** It is extremely important that an internship program have formal evaluations to ensure the intern is on track with what is expected.
Supervising interns
The internship supervisor will provide ongoing feedback, give assignments, and monitor and evaluate the intern. The internship supervisor should be an expert in the type of work the intern will be performing to provide appropriate guidance and feedback. Here are some of the responsibilities the supervisor should assume:

» Participate in the application, interview and selection process.
» Conduct the intern’s orientation. Depending on your organization’s policy, this may take place within the HR department. However, the intern will still need a specific orientation within the department they will be working.
» Assist with or develop the project or work goals for the internship.
» Meet with the intern regularly to evaluate their performance and provide the necessary guidance and constructive criticism that contributes to the intern’s success.

Mentoring interns
The internship mentor will provide guidance and leadership to the intern about career paths, offer advice about the industry and answer questions the intern may have throughout the internship experience. Mentorships contribute to the intern’s motivation and performance while allowing interns to acclimate quickly to the organizational culture. Ideally the supervisor and mentor will be two different employees. Responsibilities for this role include:

» Set regular meetings with the mentor. These meetings can be biweekly or monthly.
» Provide career counsel, advice and discuss how the internship is going.
» Provide insight about the organization or industry.
» Answer questions related to the intern’s career path.

Onboarding interns
It is essential to the success of any internship program that the interns be given a formal orientation. It will help them better understand the organization and the expectations of the internship.

In some cases, this may be the intern’s first experience in the professional workforce, make sure it is a positive one! Many organizations have similar orientation procedures that include:

» Overview of company history, mission, values and objectives.
» Overview of services and products provided.
» Completion of necessary paperwork.
» Building tour and introduction to employees.
» Overview of their workspace and instruction on work tools, i.e., computer, mail, phone/voicemail, printer, fax.
» Provide any necessary badges, parking information, rules and regulations, etc.
» Daily work hours and hours of operation for the organization.
» Overview of projects and daily work; discuss how they will they document their hours and work.
» Overview of dress code.
» General work standards and procedures.
» Communication of expectations.
» Set up weekly or daily meetings with interns to review projects, answer questions, provide feedback, etc.
Evaluating interns***

While regular meetings between the supervisor and the intern are highly encouraged, it is also important to have formal evaluations. An internship can only be valuable to the organization if constructive feedback is provided. Here are some examples.

**MID-INTERNSHIP EVALUATION:**

A mid-internship evaluation is an opportunity for the supervisor to provide feedback on how the intern is doing, if the internship goals are being met, any areas of improvement and any ways in which the intern has excelled or exceeded expectations.

This is also a time when the intern should provide their feedback on how the experience is going and if there are other areas or projects they would like to tackle.

**FINAL EVALUATION:**

As the internship comes to an end, it is a great opportunity to give final feedback to the intern and discuss any potential permanent position within the organization.

***See the included examples of internship evaluations.

Exit interviews***

Throughout the internship process, the intern was also evaluating your organization. An exit interview is an important opportunity to learn about your program from the intern’s perspective and make necessary improvements for the next round of interns. Here are some potential questions:

» Describe our team dynamic in 10 words or less.
» You have fresh eyes. What do you see that you think I might not be seeing? How would we improve?
» What was your favorite experience or memory from your internship?
» What was your least favorite experience?
» What expectations were/weren’t met?
» If you took over for me tomorrow, what would be the first thing you would change?
» What did you learn?
» Which experience did you not get to do that you think we should add to the process?

***See the included examples of internship exit surveys.
BUSINESS ENGAGEMENT OPPORTUNITIES

The business community is an essential component to ensure that we are preparing our youth for future career opportunities. While internships are extremely important to that effort, there are other ways employers can get engaged.
**Additional ways to encourage youth engagement**

Business participation in experiential learning activities will help teach students about specific career pathways so they will make more informed decisions about their future. Employer involvement can help students **develop knowledge, skills, and character** from experiences inside and outside the classroom.

The Academies of Cleveland (AoC) combine college preparatory academics with career/technical education. The Cleveland Metropolitan School District launched the model in five high schools in fall 2015 with career pathways from a variety of industries that drive economic growth in our community.

The Academies strive for every student to participate in at least one experiential learning activity each year. Experiential learning is the process through which students develop knowledge, skills, and character from experiences inside and outside the classroom by applying their knowledge and conceptual understanding to real-world situations.

What are the experiential learning opportunities available for your company to participate in to help strengthen the talent pipeline?
9th-grade career experience fair
The Career Fair will provide an avenue for freshmen to explore a breadth of career areas by interacting with business exhibitors in order to make more informed decisions about their career path.

10th-grade industry-related field trip
Students will spend part of the day on an industry-related field trip that reflects the theme of their academy.

11th-grade mock interviews
A team of business professionals will provide students immediate feedback on their interviewing skills.

11th-grade job shadow
Students will spend part of the day observing professionals in the workplace in a career area related to their academy and/or interests. The students are required to ask questions and complete assignments before, during and after the shadowing experience.

12th-grade capstone
A capstone experience is a project that allows students to learn about themselves by moving an idea or dream toward a topic of interest, specialization, community need or career choice. This project requires 40 hours of work and will include the completion of a research paper, product, portfolio and presentation while engaging with community partners.

All grade-levels internship
Students will study an occupation of their interest and complete an internship in that field. Internships will result in the completion of a project related to the assignment.

All grade-levels classroom guest speakers
Industry professionals are invited to speak with students on specific career topics. Topics may range from employability skills and education requirements to the real-world application of classroom content for a specific career area.

Business panel discussions
Business professionals, in specific pathway industries, engage in dialogue with academy teachers, giving them a high-level overview of industry focus and trends.

Teacher externships
The Teacher Team Externship is an opportunity for teachers to have a real-world business experience at a host company to develop an interdisciplinary project-based curriculum that will provide students with industry exposure and applied learning.

A team of teachers representing a high school academy will spend several days working with the company, learning about the industry and assisting in the daily work of the business.

Business roundtables
Educators will learn about 21st-century workplace skills and competencies directly related to the pathways within their academy from multiple company representatives. Roundtables will take place on-site at the company or at the academy.
Advisory boards and industry consortia

Advisory boards consist of business and community representatives working to bring resources and opportunities for student and staff growth and development. They work closely with the school’s principal to support the school leader in developing a dynamic learning environment for students. Advisory boards are the first step toward building strong industry consortia.

Industry consortia members from various in-demand industries in Northeast Ohio will work to communicate workforce needs and implement strategies to prepare AoC students for the current and future workplace.

The consortia will provide feedback on starting, stopping and sustaining specific career pathways related to jobs available in our region and create hands-on experiential learning opportunities for AoC students. Consortia members will provide expertise and strategy to immerse students in career pathways and strengthen the talent pipeline.

Interested? Questions?
Please contact Angela Finding at 216.592.2385 • afinding@gcpartnership.com
Career Services Information

BALDWIN WALLACE UNIVERSITY
bw.edu/about/offices/career-services/
myinterface.com/bw/employer/

CASE WESTERN RESERVE UNIVERSITY
students.case.edu/career/
students.case.edu/career/employers/careerlink/

CLEVELAND STATE UNIVERSITY
csuohio.edu/career-services/career-services
csuohio-csm.symplicity.com/

CUYAHOGA COMMUNITY COLLEGE
tri-c.edu/career-services/
collegecentral.com/tri-c/

HIRAM COLLEGE
hiram.edu/career
collegecentral.com/hiram/

JOHN CARROLL UNIVERSITY
jcu.edu/careercenter/
jcu.edu/careercenter/pages/employers/

KENT STATE UNIVERSITY
kent.edu/career
myinterface.com/kent/employer/

LAKELAND COMMUNITY COLLEGE
lakelandcc.edu/web/about/career-services
collegecentral.com/lakelandcc/

LORAIN COMMUNITY COLLEGE
lorainccc.edu/Employment-and-Career-Services/
collegecentral.com/lorainccc/

MALONE UNIVERSITY
malone.edu/student-success/career/
collegecentral.com/malone/

NORTHEAST OHIO MEDICAL UNIVERSITY
neomed.edu/campuslife/studentaffairs/career-center
neomed-csm.symplicity.com/

NOTRE DAME COLLEGE
collegecentral.com/NotreDameCollege/
collegecentral.com/NotreDameCollege/Employer.cfm

OBERLIN COLLEGE
new.oberlin.edu/office/career-center/
obelin-csm.symplicity.com/employers/

STARK STATE COLLEGE
starkstate.edu/admissions/careerdevelopment/
collegecentral.com/starkstate/

THE UNIVERSITY OF AKRON
uakron.edu/career/
collegecentral.com/uakron/

URSULINE COLLEGE
ursuline.edu/student_life/OCCS/
collegecentral.com/ursuline/

WALSH UNIVERSITY
walsh.edu/career-center
collegecentral.com/walsh/

YOUNGSTOWN STATE UNIVERSITY
ysu.edu/administrative-offices/career-services/career-services
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Internship-Orientation-Checklist

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